

## STUDENT SHEET

Welcome to the First Sergeant Course-The Army Training System (FSC-TATS) and congratulations on your selection to the most demanding, yet rewarding job in the United States Army.

Enclosed in this pre-resident package, you will find a contents sheet, a student guide, your Phase I material, and an advance sheet for your Phase I exam.

Before beginning Phase I, please review the following prerequisites for attendance. You must be:

- A SFC, SFC(P), or MSG.
- An ANCOC graduate.
- Selected for, or filling a valid first sergeant or detachment sergeant position.
- You must meet the height and weight guidelines IAW AR 600-9 for Phase II enrollment.
- You must be able to pass an APFT during Phase II as a graduation requirement.

In order to validate the above requirements, we ask that you ensure you have the following when you arrive at your Phase II site:

- Copy of the appropriate page of your Unit Manning Report (UMR) showing your position as first sergeant/detachment sergeant.
- If you are selected, but are not assigned to a position, a letter from the first CSM in your chain of command, confirming your selection and to what unit, paragraph and line number.

If you do not meet any of the above prerequisites, or cannot validate them at arrival at Phase II, do not continue with Phase I. Return Phase I resources to your Test Site Coordinator. NCO's arriving at Phase II that do not meet the above prerequisites or cannot validate their position will return to their respective units.

**NOTES:**

Lesson C653-Briefing, has a separate evaluation. Complete the lesson carefully. We strongly encourage you to prepare as much of your briefing as you can and as a minimum, you should have a draft outline prepared prior to attending Phase II. Ensure you have your research material available during Phase II.

Lessons L661, L664, and P661 require you to complete lesson exercises for Phase II.

If you encounter any problems or missing material, contact your course coordinator.

EXAMINATION E651, ADVANCE SHEET

1. Overview.

a. This examination will measure your understanding of the subject matter contained in the FSC, Phase I, and your ability to use the appropriate references to solve problems.

b. You will take an open book, on line test that is available only through the ATSC/ACCP web site: [https://www.airnsrdl.atsc.army.mil/secured.addp\\_top.htm](https://www.airnsrdl.atsc.army.mil/secured.addp_top.htm). Students registered with the ACCP should log on with their user ID and password; select the Exams button; choose FS0004. Students who are not registered with the ACCP can create a user ID and password at this site. Once you are registered, you can log on, select the Exams button and choose FS0004 to access the exam. After you submit your examination, you will receive your grade electronically, with feedback identifying questions missed and their references. Questions will come from the learning objectives listed below.

2. Learning Objectives. You are responsible for all the terminal and enabling learning objectives from the following FSC lessons: C651, L651, L653, L654, L657, L658, L660, L661, L664, L666, L667, L672, L673, L674, P661, R652, R653, R656, U652, U653, U657, U661, U664, U665, U667, W652, W655, W661, W663, and W664.

3. Assignment.

a. Prior to the examination. Use your FSC Phase I reference material, advance sheet, and notes to prepare for a 50-question objective open-book examination.

b. During the examination. Bring your FSC Phase I reference material to the examination and use them to research your answers. You may use an electronic or manual dictionary. The electronic dictionary will not have input capability. You may use calculators and personal notes. The notes can be typed or handwritten however; they will not have publication page numbers from reference material that support TLOs/ELOs. You may tab your reference material with a nonpermanent adhesive tab or other removable tab. You may use dividers to separate lessons, but the dividers can only reflect the lesson number and lesson title. You can make marginal notes and highlight. You may not use any method of readily matching TLOs/ELOs to any reference material or personal notes. This includes: writing TLOs/ELOs in any reference material text, student readings, and personal notes.

4. Standards. To receive a "GO" you must answer a minimum of 35 questions correctly. If you receive a "NO GO," you will take a retest of an alternate examination after a period of study.

TA 400-FSC



## ARMY TRAINING SYSTEM COURSEWARE

# STUDENT GUIDE

## FIRST SERGEANT COURSE PHASE I

PREPARED BY  
UNITED STATES ARMY  
SERGEANTS MAJOR ACADEMY  
FORT BLISS, TEXAS 79918-8002



FOR ARMY- TRAINING INSTITUTIONS

## Section 1

### General Instructions

#### Overview

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**Purpose** This section provides you general information about this course and how to contact USASMA.

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#### In this section

#### TABLE OF CONTENTS

This section contains the following topics.

Topic	See Page
Administrative Information	SG-1-2
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## Administrative Information

<b>Training proponent</b>	The training proponent for this course is the U.S. Army Sergeants Major Academy (USASMA), Fort Bliss, Texas 79918.
<b>Prerequisites</b>	<p>Prerequisites for this course are:</p> <ul style="list-style-type: none"><li>• Must be SFC or MSG.</li><li>• All first time first sergeants will attend the First Sergeant Course (FSC) within a one year window beginning six months prior to assumption of first sergeant duties.</li><li>• Students in the rank of SFC must be graduates of ANCOC and must complete one year of service after graduation from ANCOC prior to attending FSC.</li></ul>
<b>Gender of nouns</b>	Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.
<b>References</b>	See the course materials listed on the Materials Inventory Sheet on page SG-1-5.
<b>Feedback</b>	Your feedback on course content, organization, and effectiveness is very important to us. It allows us to update and improve the course to make it better. We encourage you to provide us individual lesson critiques and send us any comments you have regarding this course. Use the critique sheets contained in each lesson to provide use with your feedback.

Continued on next page

**Administrative Information, Continued**

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**Course completion**

In order to successfully complete this course, you must:

- Meet APFT, height, and weight standards.
- Complete all pre-resident materials.
- Pass all examinations.
- Attend the fifteen-day resident or VTT Phase II.

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**Where do I begin?**

To ensure you successfully complete this course, you must devote adequate study time and follow the instructions provided. The first step is to finish reading this guide. The section on Learning Advice will help you develop a plan to move through this course. Good Luck!

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## How to Complete this Training

**Guidelines** Follow these guidelines as you begin to complete the material in this course.

Step	Action						
1	<p>Inventory your materials. You should have thirty-one lessons on one CD ROM. You should check the contents of each lesson against the table of contents to ensure that all pages are present in the lessons.</p> <table> <tr> <th>IF....</th><th>THEN....</th></tr> <tr> <td>all pages are present</td><td>continue to step 2.</td></tr> <tr> <td>pages are missing</td><td>Access the following web page: <a href="http://usasma.bliss.army.mil/FSC/PhaseI.htm">http://usasma.bliss.army.mil/FSC/PhaseI.htm</a>, and download missing material if problems persist contact your course coordinator.</td></tr> </table>	IF....	THEN....	all pages are present	continue to step 2.	pages are missing	Access the following web page: <a href="http://usasma.bliss.army.mil/FSC/PhaseI.htm">http://usasma.bliss.army.mil/FSC/PhaseI.htm</a> , and download missing material if problems persist contact your course coordinator.
IF....	THEN....						
all pages are present	continue to step 2.						
pages are missing	Access the following web page: <a href="http://usasma.bliss.army.mil/FSC/PhaseI.htm">http://usasma.bliss.army.mil/FSC/PhaseI.htm</a> , and download missing material if problems persist contact your course coordinator.						
2	Read each lesson in detail.						
3	Note questions about material you do not understand.						
4	Prior to the Phase I exam, do a quick scan of any material you do not feel comfortable with.						
5	Review and complete this material prior to taking the Phase I examination.						

## Materials Inventory Sheet

Got It	Lesson	Got It	Lesson
X	Example	X	Example
	C651		R652
	C653		R653
	L651		R656
	L653		U652
	L654		U653
	L657		U657
	L658		U661
	L660		U664
	L661		U665
	L664		U667
	L666		W652
	L667		W655
	L672		W661
	L673		W663
	L674		W664
	P661		

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**Caution!**

It is very important that you do a complete inventory of this material as soon as you receive it. Check carefully for missing pages. The sooner you determine what's missing and request it from your coordinator, the sooner he can get it to you!

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## Phase I Training Subject Areas

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### **Pre-resident training**

The following is a list of subject areas covered during Phase I:

- Communication
  - Briefing
  - Drill and Ceremony Review
  - Military Appearance
  - Military Customs and Courtesies
  - Total Army Quality
  - Establish a Positive Command Climate
  - Civilian/Military Workgroups
  - Ethics/Leader Decision Process
  - Counseling
  - Develop Subordinate Leaders in a Company
  - Noncommissioned Officer Development Program (NCODP)
  - Manual for Courts-Martial
  - Soldier's Rights
  - Pretrial Confinement
  - Monitor Unit and Individual Fitness Training Programs
  - The Army Privacy Program
  - Media Facilitation
  - Awards and Decorations
  - Unit Manning Report
  - Supervise Wartime Strength Accounting
  - Coordinate Unit Deployment Readiness Activities
  - Coordinate Unit Personnel and Administrative Functions (Duty Rosters)
  - Law of War
  - Environmental Compliance
  - Mortuary Affairs Support
  - Preventive Medicine Measures
  - Casualty Evacuation
  - Physical Security
  - Enforce Personnel Security Policies
  - Preventive Maintenance
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## Phase II Training Subject Areas

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**Resident/VTT  
training**

The following is a list of subject areas covered during Phase II:

- Communicate Effectively
  - Soldier Team Development
  - Course Introduction/Overview
  - Drill And Ceremonies
  - The Role Of The First Sergeant
  - Ethics/Leader Decision Process
  - Equal Opportunity/Sexual Harassment
  - Counseling
  - Army Family Team Building
  - Army Substance Abuse Program
  - Suicide Prevention
  - Stress Management
  - Article 15
  - Physical Fitness
  - Military Property Accountability
  - Supply Management
  - Train A Company, Overview
  - Training Assessment
  - Mission Essential Task List
  - Long And Short Range Planning
  - Company Training Meetings
  - Training Execution
  - NCO Evaluation Report
  - Enlisted Promotions And Reductions
  - Unit Retention Program
  - Absent Without Leave (AWOL)/Unsatisfactory Participation
  - Weight Control Program
  - Enlisted Separations
  - Unit Sponsorship Programs
  - Suspension Of Favorable Personnel Actions
  - Army Operations
  - Risk Management
  - Combat Orders
  - Combat Service Support
  - Unit Movement
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## Section 2

### Course Organization

#### Overview

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<b>Purpose</b>	This section provides you a detailed explanation of this two-Phase course.
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<b>Basic design</b>	<p>This course consists of two phases:</p> <ul style="list-style-type: none"><li>• Phase I: Student-centered learning.<ul style="list-style-type: none"><li>• CD ROM/Paper-based materials</li><li>• Phase I examination</li></ul></li><li>• Phase II: Resident Training/Video Teletraining.<ul style="list-style-type: none"><li>• Phase II course examinations (5).</li></ul></li></ul>
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<b>In this section</b>	This section contains the following topics:
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Topic	See Page
Phase I	SG-2-2
Phase II	SG-2-2
Course Examinations	SG-2-3

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## Phase I

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We designed Phase I as a self-study activity with selected materials. You will work through a series of 31 lessons over a 60 day period (see page SG-1-6). All of these lessons are included on the CD provided, and include instructions on how to complete each specific lesson.

The Phase I pre-resident training packet requires students to research various subject areas on their own. Students must demonstrate mastery of those subject areas before entering into Phase II training. You must discipline yourself and stick to a study schedule. Anytime you have a question or do not understand the materials, contact your class coordinator.

You must take the Phase I exam prior to attending Phase II.

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## Phase II

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Phase II consists of 15 training days at a FSC resident training site or by VTT at one of the distance learning sites.

Soldiers will take the APFT within 72 hours of enrollment in Phase II. Soldiers who fail the APFT retest will return to their home station or unit and will not complete the FSC-TATS Phase II.

On the last day of training you will attend a brief graduation ceremony. Students attending a resident FSC will receive your diploma and Academic Evaluation Report (AER) at graduation. For students attending FSC VTT your diploma will be given to you at graduation and your AER will be mailed to you.

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**Course examinations**

Students will take five examinations during Phase II. These examinations consist of:

--Written exams:

- Leadership, Discipline, and Morale
- Logistics, Maintenance, Security, and Physical Training
- Unit Level Administrative Procedures War Fighting, and Training Management

--Performance Exams:

- NCOER
  - Military Briefing
- 

**Examination procedures**

The following guidelines apply to all written examinations administered during this course:

- You may use either electronic or printed publications.
  - You may use either electronic or manual dictionaries.
  - You may use calculators.
  - You will use only lesson materials and texts issued to you.
  - You may use personal notes to clarify information.
  - You will not write publication page numbers that support the TLO/ELO(s) on any reference material.
  - You will use no method of readily matching TLO/ELO(s) to any reference material, to include personal notes.
  - You will not write TLO/ELO(s) in any reference material text, student readings, or personal notes.
  - You will not bring the practical exercise for E655 (NCOER) into the examination room.
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**Examination  
procedures,  
continued**

- You may tab reference material with non-permanent adhesive tabs or other removable tabs that will not damage any recoverable references.
  - You may use dividers to separate lessons, but the dividers may only reflect the lesson number and title.
  - You will NOT highlight or write personal notes in any recoverable reference material.
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**Examination  
objective**

Our intent is to ensure you either know the lesson material or know how to research and find answers. We expect you to understand the information presented in the course allowing you to develop professionally and use this knowledge in future assignments.

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FOR MORE COURSE INFORMATION VISIT OUR WEB SITE

**<http://usasma.bliss.army.mil/FSC/>**

## Section 3

### Learning Advice

#### Overview

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**Purpose** This section provides some tips on how to work through this course.

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**In this section** This section contains the following topics:

Topic	See Page
Goal Setting	SG-3-2
Time Management	SG-3-3
Learning to Learn	SG-3-4
Study Methods	SG-3-6

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## Goal Setting

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<b>Introduction</b>	Successful people set attainable goals. Goals establish your focus on getting tasks accomplished in any course.
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<b>Goal setting techniques</b>	<p>The following techniques will help you set and meet your goals:</p> <ul style="list-style-type: none"><li>• Divide large assignments into smaller tasks. Attack problems one at a time.</li><li>• Set specific deadlines and stick to them.</li><li>• Use a daily schedule planner to focus on milestones. Once you have mapped out a schedule outlining key milestones, it is easier to accomplish them one at a time.</li><li>• Give yourself frequent, positive reinforcement.</li><li>• Reward yourself for achieving milestones.</li></ul> <p><u>Example:</u> After completing a series of lessons, take some time off from studying before you begin the next material.</p>
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<b>Real-life goal setting for this course</b>	<p>There are a number of goals that you can set for completing Phase I instruction:</p> <p><u>Examples:</u></p> <ul style="list-style-type: none"><li>• Establish a routine study period.</li><li>• Select and organize a study area for yourself.</li><li>• Set goals (e.g. complete the first two lessons by next Friday).</li><li>• Make a tentative schedule to attain your goals.</li></ul>
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<b>Achieving your goals</b>	You must manage your time to achieve your goals. The time management discussion on the following page will help you to accomplish this.
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## Time Management

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**Introduction**

Once you've set your goals, you must establish a schedule to achieve them. It's difficult to balance job, family, and study requirements effectively. Planning how to use your time will help.

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**Your chain of command**

Since your chain of command is responsible for your training, discuss your goals with your superiors. You should also discuss your plan to execute your responsibilities for Phase II. Part of this discussion should be a request from you for their support and assistance in completing this training.

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**Family and friends**

Support from family and friends are essential. They must understand the significance of this course and the value you place on your career progression. Involve them in planning your study time.

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**Time management planning**

You can maximize your success in completing Phase I by developing a time management plan. Your schedule should be flexible enough to accommodate family requirements, duty obligations, etc.

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**Begin planning your time**

When you receive the Phase I package (CD), take some time to familiarize yourself with each lesson.

- Read each lesson's Terminal Learning Objective (TLO) and the Enabling Learning Objectives (ELO's).
- Make a mental note of those lessons that contain subject matter you are familiar with, as well as those that may require some extra attention.

Use these insights to prepare a time management plan that will facilitate your timely completion of all the lessons.

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## Learning to Learn

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### Introduction

Once you've established goals and a time management plan, you must focus on a variety of skills that support effective learning. We included this part of the Student Guide to assist you in learning these skills.

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### Major learning skills categories

There are two major categories of learning skills:

- Memory-focused learning skills.
  - Organizational learning skills.
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### Memory-focused learning skills

Memory-focused learning skills are techniques/procedures you use to improve subsequent recall.

These techniques/procedures include:

- Reading and taking notes, practicing, and reviewing material to help learn and remember key lesson information.
- Scanning material quickly to determine what information you need to commit to memory. The more you study and practice, the more intuitive or natural learning becomes and you don't have to concentrate on remembering. Hard work pays off.
- Developing and using codes and visualizing techniques to help you to remember. Use the following techniques when you study:

- Make up words and acronyms that will help you to recall information. Try to use words or acronyms you're familiar with. Keep it simple.

Example: Remember how you were taught to remember mission, enemy, troops, terrain/weather, time available, and civil considerations-- METT-TC.

- Close your eyes and make a mental image of the information you are studying. Visualize applying this information to your job or career.

Example: Visualize the techniques/procedures for Disassembling and reassembling an M16A2 rifle.

- Summarizing information and restating it in your own words. Write down key points. Draw diagrams or pictures.
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**Continued on next page**

## Learning to Learn, Continued

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**Organizational learning skills**     Organizational learning skills enable you to organize information into small, manageable units or "chunks" for ease of learning and recall.

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**What is a chunk?**     A chunk of information is a single thought contained in one or two sentences. The average person can remember seven to nine pieces of related information at a time. Any more will result in information overload.

Example: A long-distance phone number has 10 numbers. We remember the number in two chunks, a three digit area code and a seven digit number.

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**Helping to remember**     The following steps incorporate both memory-focused and organizational learning skills to help you remember.

Step	Action
1	Break things into small chunks.
2	Link 5 to 7 chunks into a key concept.
3	Intensively study each chunk for 10 to 20 seconds.
4	Review in your own words the key points without referring to the text.
5	Restate in your own words, write notes, or draw a diagram of the total idea or concept you get from putting the chunks together.
6	Before the end of your study period, review each group of chunks to ensure you can recall the important information. Make sure it all makes sense.
7	Review the groups of chunks learned on previous days to make sure you haven't forgotten anything.
8	Finally, make sure you maintain the knowledge you learned at school when you get back to the unit by: <ul style="list-style-type: none"> <li>• Reviewing your books and notes periodically and remembering how you "chunked" information into ideas and concepts. You will be surprised how fast it will come back.</li> <li>• Practice doing or remembering things that were hard for you during this course, or that you don't use often, but are critical to your duty requirements. This practice will give you the confidence to perform when you need to.</li> </ul>

## Study Methods

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**Introduction** To effectively use the learning tools described in this student guide, you must develop good study habits. An effective study method will help you with this process.

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**Study methods** The PQ4R study method is an organized way to effectively study, learn, and remember. It is similar to the drills and practices you use to learn your other duty tasks. The PQ4R method requires you to:

- Preview: Skim the material to identify the general idea, major topic, or overall theme.
  - Question: Develop a list of questions that come to mind during the preview Phase.
  - Read: Read the material and answer the questions. Develop new questions and answer them.
  - Reflect: Think about what you have read. Think of supporting examples. Connect the material to your own experiences.
  - Recite: Put the key points into your own words.
  - Review: Review your questions and answers. Review the general idea, major topic, or overall theme.
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**Good study habits** To get the most benefit from PQ4R, you must develop good study habits. Good study habits provide the structure and discipline that allow you to concentrate on the task at hand and learn the material that will get you through this course.

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**Continued on next page**

## Study Methods, Continued

### Good study habits model

The table below presents a model for good study habits.

<ul style="list-style-type: none"> <li>- Set realistic goals               <ul style="list-style-type: none"> <li>• Know your deadlines, your job, and family requirements.</li> <li>• Calculate and estimate the time needed to meet your deadlines.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>- Try to do a little each day               <ul style="list-style-type: none"> <li>• To avoid having to cram.</li> <li>• To make it easier to plan your review sessions.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>- Plan your time               <ul style="list-style-type: none"> <li>• To use days, not hours, to prepare.</li> <li>• Take short breaks during long study periods.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>- Avoid distractions in your environment (noise, poor lighting and/or ventilation)               <ul style="list-style-type: none"> <li>• To maximize your ability to concentrate.</li> <li>• To ensure you stay on schedule.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>- Take notes               <ul style="list-style-type: none"> <li>• To identify information that may be on a test or may be needed on the job.</li> <li>• To record the most important points of instruction, in your own handwriting, for reference and to reinforce the PQ4R method.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>- Ask yourself questions about the material               <ul style="list-style-type: none"> <li>• To force yourself to say or write the idea in your own words.</li> <li>• To make sure you understand main points.</li> <li>• To reinforce you're learning through repetitive questioning and responding.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>- Plan a final study session               <ul style="list-style-type: none"> <li>• To review all material.</li> <li>• To maximize understanding, retention, comprehension, and recall of information.</li> </ul> </li> </ul>

## SECTION 4

LESSON	TITLE	REFERENCE		CH	REFERENCE TITLE	Eff DATE	AVAIL
L652	Soldier Team Development	FM	22-100	0	Military Leadership	30-Aug-99	E/W
L652	Drill and Ceremonies Review PE	FM	22-5	0	Drill and Ceremonies	8-Dec-86	E/W
L655	Role of the First Sergeant	AR	600-20	0	Army Command Policy	May-02	E/W
L655	Role of the First Sergeant	DA Pam	611-21	0	Enlisted Career Management Fields and Military Occupational Specialties	31-Mar-99	E/W
L655	Role of the First Sergeant	AR	614-200	0	Enlisted Assignment and Utilization Management	Jul-01	E/W
L655	Role of the First Sergeant	FM	7-22.7	0	The Army Noncommissioned Officer Guide	Dec 02	E/W
L655	Role of the First Sergeant	DA Pam	611-21	0	Military Occupational Classification and Structure	31 Mar 99	E/W
L661	Ethics/Leader Decision Process PE	FM	22-100	0	Military Leadership	31-Aug-99	E/W
L663	Equal Opportunity/SH	AR	600-20	0	Army Command Policy	May-02	E/W
L664	Counseling PE	FM	22-100	0	Military Leadership	31-Aug-99	E/W
L668	Army Family Team Building	AR	600-20	0	Army Command Policy	May-02	E/W
L668	Army Family Team Building	DA Pam	608-47	0	A Guide to Establishing Family Support Groups	16-Aug-93	E/W
L669	Army Substance Abuse Program	AR	600-85	0	Alcohol and Drug Abuse Prevention and Control Program	Oct 01	E/W
L670	Suicide Prevention	AR	600-63	0	Army Health Promotion	Nov 87	E/W
L670	Suicide Prevention	DA Pam	600-24	0	Suicide Prevention and Psychological Autopsy	30-Sep-88	E/W
L670	Suicide Prevention	DA Pam	600-70	0	U. S. Army Guide to Prevention of Suicide and Self-Destructive Behavior	1-Nov-85	E/W
L671	Stress Management	FM	22-51	0	Leaders' Manual for Combat Stress Control	Sep-94	E/W
L675	Article 15	AR	27-10	0	Military Justice	Sep 02	E/W
L675	Article 15	AR	600-20	0	Army Command Policy	May-02	E/W
L675	Article 15	MCM	MCM	0	Manual for Courts Manual	Apr 02	E/W
P661	Physical Fitness PE	AR	350-1	0	Army Training and Education	Apr 03	E/W
P661	Physical Fitness PE	FM	21-20	0	Physical Fitness Training	30-Sep-92	E/W
R654	Military Property Accountability	AR	710-2	0	Inventory Management	31-Oct-97	E/W
R654	Military Property Accountability	AR	735-5	0	Policies and Procedures for Property Accountability	Jun 02	E/W
R654	Military Property Accountability	DA PAM	710-2-1	0	Using Unit Supply System (Manual Procedures)	31-Dec-97	E/W
R655	Supply Management	AR	710-2	0	Inventory Management	31-Oct-97	E/W
R655	Supply Management	AR	735-5	0	Policies and Procedure for Property	Jun 02	E/W
R655	Supply Management	AR	700-84	0	Issue and Sale of Personal Clothing	28 Feb 94	E/W
T651	Train a Company, Overview	FM	7-1	0	Battle Focused Training	Sep 03	E/W
T652	Training Assessment	FM	7-1	0	Battle Focused Training	Sep 03	E/W
T652	Training Assessment	TC	25-20	0	A Leader's Guide to After-Action Reviews	1-Sep-93	E/W
T653	Mission Essential Task List	FM	7-0	0	Training the Force	Oct 02	E/W
T653	Mission Essential Task List	FM	7-1	0	Battle Focused Training	Sep 03	E/W
T653	Mission Essential Task List	ARTEP	7-8MTP	0	Mission Training Plan for the Infantry Rifle Platoon and Squad	Oct 01	E/W
T654	Long- and Short-Range Planning	FM	7-1	0	Battle Focused Training	Sep 03	E/W
T655	Company Training Meetings	FM	7-1	0	Battle Focused Training	Sep 03	E/W
T655	Company Training Meetings	TC	25-30	0	A Leader's Guide to Company Training Meetings	27-Apr-94	E/W
T656	Training Execution	FM	7-1	0	Battle Focused Training	Sep 03	E/W
U654	NCO Evaluation Report	AR	623-205	0	Enlisted Evaluation Reporting System, Personnel Evaluations, Update 6	May 02	E/W
U655	Enlisted Promotions and Reductions	AR	140-158	0	Enlisted Personnel Classification, Promotion, and Reduction	Dec-97	E/W

LESSON	TITLE	REFERENCE		CH	REFERENCE TITLE	Eff DATE	AVAIL
U655	Enlisted Promotions and Reductions	AR	600-8-19	0	Enlisted Promotions and Reductions	May 03	E/W
U655	Enlisted Promotions and Reductions	NGR	600-200	0	Enlisted Personnel Management	1-Mar-97	SH
U656	Unit Retention Program	AR	601-280	0	Army Retention Program	31-Mar-99	E/W
U656	Unit Retention Program	AR	140-111	0	USAR Reenlistment Program	Feb 03	E/W
U656	Unit Retention Program	NGR	600-200	0	Enlisted Personnel Management	1-Mar-97	SH
U656	Unit Retention Program	NGR	601-2	0	ARNG Strength Maintenance Program	1-Oct-96	SH
U656	Unit Retention Program	USARC	140-6	0	USAR Command Retention Program	Oct-99	SH
U658	AWOL/Unsatisfactory Participation	AR	630-10	0	Absence Without Leave, Desertion, and Admin of Pers. Involved in Civ. Court Proceed	Aug 01	E/W
U658	AWOL/Unsatisfactory Participation	AR	700-84	0	Issue and Sale of Personal Clothing, Unit Supply Update 14	02-Feb-94	E/W
U658	AWOL/Unsatisfactory Participation	AR	710-2	0	Inventory Management	31-Oct-97	E/W
U658	AWOL/Unsatisfactory Participation	AR	135-91	0	(RC UPDATE 3) Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures	26-Sep-00	E/W
U658	AWOL/Unsatisfactory Participation	AR	135-178	0	(RC UPDATE 3 ) ARNG and USAR Separation of Enlisted Personnel	29-Dec-01	E/W
U659	Weight Control Program	AR	600-9	1	Weight Control Program, All Ranks Update 15	Jun-87	E/W
U660	Separations	AR	135-178	14	(RC UPDATE) ARNG and USAR Separation of Enlisted Personnel	Dec-01	E/W
U660	Separations	AR	635-200	15	Enlisted Personnel	01-Nov-00	E/W
U663	Unit Sponsorship Programs	AR	600-8-8	0	The Total Army Sponsorship Program	1-Jul-93	E/W
U663	Unit Sponsorship Programs	NGR	601-1	0	ARNG Strength Maintenance Program	Nov 03	E/W
U663	Unit Sponsorship Programs	USARC	140-6	0	USAR Retention Program	Oct-99	E/W
U666	Suspension of Favorable Personnel Actions	AR	600-8-2	0	Suspension of Favorable Actions	30-Oct-87	E/W
W651	Army Operations	FM	3-0	0	Operations	14-Jun-01	E/W
W651	Army Operations	FM	3-06.11	0	Combined Arms Operations in Urban Terrain	Feb 02	E/W
W651	Army Operations	FM	7-10	0	The Infantry Rifle Company	Oct 00	E/W
W656	Risk Management	FM	100-14	0	Risk Management	23-Apr-98	E/W
W659	Combat Orders	FM	101-5-1	0	Operational Terms and Symbols	30-Sep-97	E/W
W659	Combat Orders	FM	3-25.26	0	Map Reading and Land Navigation	Jul-01	E/W
W659	Combat Orders	FM	101-5	0	Staff Organization and Operations	31-May-97	E/W
W660	Combat Service Support	FM	3-90.1	0	Tank and Mechanized Infantry Company Team	Dec 02	E/W
W660	Combat Service Support	FM	3-90.2	0	Tank and Mechanized Infantry Battalion Task Force	Jun 03	E/W
W660	Combat Service Support	FM	4-0	1	Combat Service Support	Aug 03	E/W
W662	Unit Movement	FM	3-90.1	0	Tank and Mechanized Infantry Company Team	Dec 02	E/W

Legend

AVAIL: E = Electronic Publication

<http://www.usapa.army.mil/gils/browsable.html> or<http://www.adtdl.army.mil/atdls.htm>W = First Sergeant Course Web Page [http://usasma.bliss.army.mil/website/dot/new\\_fsc/fsc\\_staff.htm](http://usasma.bliss.army.mil/website/dot/new_fsc/fsc_staff.htm)

SH = Student Handout

## USASMA FSC-TATS TRAINING EVENTS

**Note:** *this is a sample of events, the actual training schedule may vary slightly*

### DAYS 1-2

DAY & DATE TIME	PERSONNEL TO BE TRAINED	ACTIVITY	LOCATION	TRAINERS	TEXT & REFERENCES	UNIFORM & EQUIPMENT
DAY 0 0900-1200	FSC BLISS	WIEGH-IN	CA	SGL	AR 600-9 FM 21-20	P
1200-1300	FSC BLISS	LUNCH	MH	SGL	FSC SOP	D
1300-UTC	FSC BLISS	INPROCESSING	GR	SGL	FSC SOP	D
1300-UTC	SELECTED INDIVIDUALS	PHASE 1 EXAM (NOTE 1)	GR	SI	IAW E651 TAG	D
DAY 1 0600-0900	FSC BLISS	WEIGH- IN/INPROCESSING	CA	SI	AR600-9 FM 21-20	P
0900-1100	FSC BLISS	COURSE INTRODUCTION AND OVERVIEW (NOTE 2)	EA	CI	IAW I651 ADVANCE SHEET	D
1100-1200	FSC BLISS	ACADEMY TOUR/BOOK ISSUE	CA	SGL	FSC SOP	D
1200-1300	FSC BLISS	LUNCH/POV REGISTRATION	MH/PROVOST MARSHALS OFFICE	CLASS LEADER	FSC SOP	D
1300-1330	FSC BLISS	USASMA CMDT/CSM INBRIEF (NOTE 2)	EA	CMDT	FSC SOP	D
1330-1630	FSC BLISS	SOLDIER TEAM DEVELOPMENT	GR	SGL	IAW I652 ADVANCE SHEET	D
1630-1800	FSC BLISS	MILITARY HISTORY BRIEF (RESEARCH)	STUDENT CHOICE	SGL	IAW C653 ADVANCE SHEET	D
DAY 2 0400-0530	SELECTED INSTRUCTORS	APFT PREPARATION	BFC	CI	FM 21-20	P
0530-0730	FSC BLISS	APFT	BFC	CI	FM 21-20	P
0730-0900	FSC BLISS	APFT RECOVERY PERSONAL HYGENE/MORNING MEAL	BILLITS/MH	CLASS LEADER	FSC SOP	P/D
0900-1100	FSC BLISS	ROLE OF THE 1SG	GR	SCL	IAW L655 ADVANCE SHEET	D
1100-1200	FSC BLISS	RISK MANAGEMENT	GR	SGL	IAW W656 ADVANCE SHEET	D
1200-1300	FSC BLISS	NOON MEAL			FSC SOP	D
1300-1400	FSC BLISS	RIK MANAGEMENT (PE)	GR	SGL	IAW W656 ADVANCE SHEET	D
1400-1600	FSC BLISS	ARTICLE 15	GR	SGL	IAW L675 ADVANCE SHEET	D
1600-1800	FSC BLISS	DRILL & CEREMONIES	GR/CA	SGL	IAW L652 ADVANCE SHEET	D



## DAYS 3-4

DAY & DATE TIME	PERSONNEL TO BE TRAINED	ACTIVITY	LOCATION	TRAINERS	TEXT & REFERENCES	UNIFORM & EQUIPMENT
DAY 3 0600-7300 0730-9000	FSC BLISS FSC BLISS	PT/REVEILLE PT RECOVERY PERSONAL HYGENE/MORNING MEAL	CA BILLETS/MH	SGL CLASS LEADER	FM 21-20 FSC SOP	P P/D
0900-1100	FSC BLISS	WEIGHT CONTROL PROGRAM	GR	SGL	IAW U659 ADVANCE SHEET	D
1100-1200	FSC BLISS	PHYSICAL FITNESS (PE)	GR	SGL	IAW P661 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	D
1300-1600	FSC BLISS	EQUAL OPERTUNITY	GR	SGL	IAW L663 ADVANCE SHEET	D
1600-1700	FSC BLISS	SUICIDE PREVENTION	GR	SGL	IAW L670 ADVANCE SHEET	D
DAY 4 0700-0750	SELECTED INDIVIDUALS	TRAVEL INPROCESSING (NOTE 1)	WA	CI	FSC-SOP	D
0800-0900	FSC BLISS	SUICIDE PREVENTION	GR	SGL	IAW L670 ADVANCE SHEET	D
0900-1100	FSC BLISS	STRESS MANEGMENT	GR	SGL	IAW L671 ADVANCE SHEET	D
1100-1200	FSC BLISS	ASAP	GR	SGL	IAW L669 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	D
1300-1400	FSC BLISS	ASAP	GR	SGL	IAW L669 ADVANCE SHEET	D
1400-1700	FSC BLISS	NCO EVALUATION REPORT	GR	SGL	IAW U654 ADVANCE SHEET	D

## DAYS 5-6

DAY & DATE TIME	PERSONNEL TO BE TRAINED	ACTIVITY	LOCATION	TRAINERS	TEXT & REFERENCES	UNIFORM & EQUIPMENT
DAY 5 0600-0730 0730-0900	FSC BLISS FSC BLISS	PT/REVEILLE PT RECOVERY PERSONAL HYGENE/MORNING MEAL	CA BILLETS/MH	SGL CLASS LEADER	FM 21-20 FSC SOP	P P/B
0900-1000	FSC BLISS	NCOER EXAM/REVIEW	GR	SGL	IAW E655 ADVANCE SHEET	B
1000-1200	FSC BLISS	AFTB	GR	SGL	IAW L668 ADVANCE SHEET	B
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	B
1300-1500	FSC BLISS	AFTB	GR	SGL	IAW L668 ADVANCE SHEET	B
1500-1630 1630-UTC	FSC BLISS SELECTED INDIVIDUALS	CLASS PHOTO REMEDIAL TRAINING (NOTE 1)	EA GR/CA	SGL SGL	FSC SOP FSC SOP	A B
1630-1800	FSC BLISS	MILITARY HISTORY BRIEF (RESEARCH)	STUDENT CHOICE	SGL	IAW C653 ADVANCE SHEET	D
DAY 6 0630-0800	SELECTED INDIVIDUALS	NCOER RETEST (NOTE 1)	GR	SGL	IAW E655 ADVANCE SHEET	D
0800-0805	FSC BLISS	WRITTEN EXAM ADMIN	GR	SGL	IAW E652 ADVANCE SHEET	D
0805-1035	FSC BLISS	WRITTEN EXAM	GR	SGL	IAW E652 ADVANCE SHEET	D
1035-1100	FSC BLISS	WRITTEN EXAM REVIEW	GR	SGL	IAW E652 ADVANCE SHEET	D
1100-1200	FSC BLISS	AWOL/UNSATISFACTO RY PARTICIPATION	GR	SGL	IAW U658 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	D
1300-1400	FSC BLISS	AWOL/UNSATISFACTO RY PARTICIPATION	GR	SGL	IAW U658 ADVANCE SHEET	D
1400-1700	FSC BLISS	ENLISTED SEPARATION	GR	SGL	IAW U660 ADVANCE SHEET	D
1800-UTC	SELECTED INDIVIDUALS	REMEDIAL TRAINING (NOTE 1)	GR/CA	SGL	FSC SOP	D
1700-1800	FSC BLISS	MILITARY HISTORY BRIEF (RESEARCH)	STUDENT CHOICE	SGL	IAW C653 ADVANCE SHEET	D

## DAYS 7-8

DAY & DATE TIME	PERSONNEL TO BE TRAINED	ACTIVITY	LOCATION	TRAINERS	TEXT & REFERENCES	UNIFORM & EQUIPMENT
DAY 7						
0550-0830	SELECTED INDIVIDUALS	WRITTEN EXAM RETEST (NOTE 1)	RM845	CI	IAW E652 ADVANCE SHEET	D
0600-0730	FSC BLISS	PT/REVEILLE	CA	SGL	FM 21-20	P
0730-0900	FSC BLISS	PT RECOVERY PERSONAL HYGENE/MORNING MEAL	BILLETS/MH	CLASS LEADER	FSC SOP	P/D
0900-1200	FSC BLISS	ENLISTED PROMOTIONS/AND REDUCTIONS	GR	SGL	IAW U655 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	D
1300-1500	FSC BLISS	ENLISTED PROMOTIONS/AND REDUCTIONS	GR	SGL	IAW U655 ADVANCE SHEET	D
1500-1600	FSC BLISS	SFPA	GR	SGL	IAW U666 ADVANCE SHEET	D
DAY 8						
0600-0730	FSC BLISS	PT/REVEILLE	CA	SGL	FM 21-20	P
0730-0900	FSC BLISS	APFT RECOVERY PERSONAL HYGENE/MORNING MEAL	BILLETS/MH	CLASS LEADER	FSC SOC	P/D
0900-1100	FSC BLISS	UNIT RETENTION/PROGRAM	GR	SGL	IAW U656 ADVANCE SHEET	D
1100-1200	FSC BLISS	UNIT SPONSORSHIP PROGRAM	GR	SGL	IAW U663 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	D
1300-1400	FSC BLISS	TRAIN A COMPANY OVERVIEW	GR	SGL	IAW T651 ADVANCE SHEET	D
1400-1600	FSC BLISS	MISSION ESSENTIAL TASK LIST	GR	SGL	IAW T653 ADVANCE SHEET	D
1600-1700	FSC BLISS	MILITARY HISTORY BRIEF (RESEARCH)	STUDENT CHOICE	SGL	IAW C653 ADVANCE SHEET	D

## DAYS 9-10

DAY & DATE TIME	PERSONNEL TO BE TRAINED	ACTIVITY	LOCATION	TRAINERS	TEXT & REFERENCES	UNIFORM & EQUIPMENT
DAY 9						
0800-1100	FSC BLISS	LONG/SHORT RANGE PLANNING	GR	SGL	IAW T654 ADVANCE SHEET	D
1100-1200	FSC BLISS	COMPANY TRAINING MEETING	GR	SGL	IAW T655 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	D
1300-1500	FSC BLISS	COMPANY TRAINING MEETING	GR	SGL	IAW W662 ADVANCE SHEET	D
1500-1600	FSC BLISS	TRAINING EXECUTION	GR	SGL	IAW T656 ADVANCE SHEET	D
1600-1800	FSC BLISS	TRAINING ASSESSMENT	GR	SGL	IAW T652 ADVANCE SHEET	D
DAY 10						
0530-0730	SELECTED INDIVIDUALS	APFT RETEST (NOTE 1)	BFC	CI	FM 21-20	P
0600-0730	SELECTED INDIVIDUALS	PT/ REVEILLE	CA	SGL	FM 21-20	P
0730-0900	SELECTED INDIVIDUALS	PT RECOVERY PERSONAL HYGENE/MORNING MEAL	BILLETS/MH	CLASS LEADER	FSC SOP	P/D
0900-0905	FSC BLISS	WRITTEN EXAM ADMIN	GR	SGL	IAW E653 ADVANCE SHEET	D
0905-1135	FSC BLISS	WRITTEN EXAM	GR	SGL	IAW E653 ADVANCE SHEET	D
1135-1200	FSC BLISS	WRITTEN EXAM REVIEW	GR	SGL	IAW E653 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	D
1300-1700	FSC BLISS	ARMY OPERATIONS	GR	SGL	IAW W651 ADVANCE SHEET	D
1700-1800	FSC BLISS	EVENING MEAL	MH	CLASS LEADER	FSC SOP	D
1800-2000	FSC BLISS	COMBAT ORDERS	GR	SGL	IAW W659 ADVANCE SHEET	D
2000-UTC	SELECTED INDIVIDUALS	REMEDIAL TRAINING (NOTE 1)	CR/CA	SGL	FSC SOP	D

## DAYS 11-12

DAY & DATE TIME	PERSONNEL TO BE TRAINED	ACTIVITY	LOCATION	TRAINERS	TEXT & REFERENCES	UNIFORM & EQUIPMENT
DAY 11 0520-0800	SELECTED INDIVIDUALS	WRITTEN EXAM RETEST (NOTE 1)	RM 845	CI	IAW E653 ADVANCE SHEET	D
0800-1000	FSC BLISS	COMBAT ORDERS (PE)	GR	SGL	IAW W659 ADVANCE SHEET	D
1000-1200	FSC BLISS	COMBAT SERVICE/SUPPORT	GR	SGL	IAW W660 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	D
1300-1700	FSC BLISS	COMBAT SERVICE/SUPPORT	GR	SGL	IAW W660 ADVANCE SHEET	D
DAY 12 0600-0730 0730-0900	FSC BLISS FSC BLISS	PT/REVEILLE PT RECOVERY PERSONAL HYGENE/MORNING MEAL	CA BILLETS/MH	SGL CLASS LEADER	FM 21-20 FSC SOP	P P/D
0900-1100	FSC BLISS	UNIT MOVEMENT	GR	SGL	IAW W662 ADVANCE SHEET	D
1100-1200	FSC BLISS	MILITARY PROPERTY	GR	SGL	IAW R654 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	D
1300-1400	FSC BLISS	MILITARY PROPERTY	GR	SGL	IAW R654 ADVANCE SHEET	D
1400-1600	FSC BLISS	SUPPLY MANAGEMENT	GR	SGL	IAW R655 ADVANCE SHEET	D
1600-1700	FSC BLISS	MILITARY HISTORY BRIEF (RESEARCH)	STUDENT CHOICE	SGL	IAW C653 ADVANCE SHEET	D

## DAYS 13-14

DAY & DATE TIME	PERSONNEL TO BE TRAINED	ACTIVITY	LOCATION	TRAINERS	TEXT & REFERENCES	UNIFORM & EQUIPMENT
DAY 13 0600-0730 0730-0900	FSC BLISS FSC BLISS	PT/REVILLE PT RECOVERY PERSONAL HYGENE/MORNING MEAL	CA BILLETS/MH	SGL CLASS LEADER	FM 21-20 FSC SOP	P P/D
0900-0905	FSC BLISS	WRITTEN EXAM ADMIN	GR	SGL	IAW E654 ADVANCE SHEET	D
0905-1135	FSC BLISS	WRITTEN EXAM	GR	SGL	IAW E654 ADVANCE SHEET	D
1135-1200	FSC BLISS	WRITTEN EXAM REVIEW	GR	SGL	IAW E654 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	GR	CLASS LEADER	FSC SOP	D
1300-1400	FSC BLISS	ETHICS/LEADER DECISION PROCESS	GR	SGL	IAW L661 ADVANCE SHEET	D
1400-1500	FSC BLISS	COUNSELING (PE)	GR	SGL	IAW L664 ADVANCE SHEET	D
1500-1700	FSC BLISS	MILITARY HISTORY BRIEF (RESEARCH)	STUDENT CHOICE	SGL	IAW C653 ADVANCE SHEET	D
1500-UTC	SELECTED INDIVIDUALS	REMEDIAL TRAINING	GR/CA	SGL	FSC SOP	D
DAY 14 0500-0800	SELECTED INDIVIDUALS	WRITTEN EXAM RETEST (NOTE 1)	RM 845	CI	IAW E654 ADVANCE SHEET	B
0800-1200	FSC BLISS	MILITARY HISTORY/BRIEFINGS	GR	SGL	IAW E657 ADVANCE SHEET	D
1200-1300	FSC BLISS	LUNCH	GR	CLASS LEADER	FSC SOP	D
1300-1400	FSC BLISS	MILITARY HISTORY/BRIEFINGS	GR	SGL	IAW E657 ADVANCE SHEET	D
1400-1500	FSC BLISS	BOOK TURN- IN/CLASSROOM CLEANUP	GR	SGL	FSC SOP	D
1300-1500	FSC BLISS	AER COUNSELING	EA	SGL	FSC SOP	D
1500-1700	FSC BLISS	CSM BRIEFING	EA	CSM	FSC SOP	D
1800-UTC	SELECTED INDIVIDUALS	REMEDIAL TRAINING (NOTE 1)	GR/CA	SGL	FSC SOP	D

## DAYS 15

DAY & DATE TIME	PERSONNEL TO BE TRAINED	ACTIVITY	LOCATION	TRAINERS	TEXT & REFERENCES	UNIFORM & EQUIPMENT
DAY 15 0700-0800	SELECTED INDIVIDUALS	MILITARY HISTORY BRIEFING RETEST (NOTE 1)	GR	SGL	IAW E657 ADVANCE SHEET	B
0730-0830	FSC BLISS	UNIFORM INSPECTION	GR	SGL	AR 670-1/FSC SOP	A
0830-0945	FSC BLISS	GRADUATION REHEARSAL	EA	CI	FSC SOP	A
0945-1000	FSC BLISS	GRADUATION SEATING	EA	CI	FSC SOP	A
1000-1200	FSC BLISS	GRADUATION CEREMONY (NOTE 2)	EA	CI	Z654	A
1200-1300	FSC BLISS	LUNCH	MH	CLASS LEADER	FSC SOP	A/B
1300-1500	FSC BLISS	CLASS AAR	GR	CI	FSC SOP	B

SIGNATURE: \_\_\_\_\_

CO CDR

\_\_\_\_\_  
CSM, USA  
COMMANDING

SIGNATURE: \_\_\_\_\_

BN CDR

\_\_\_\_\_  
CSM USA  
COMMANDING**UNIFORM****DESCRIPTION****COMMON ABBREVIATIONS**

D DUTY UNIFORM (BDU)  
A CLASS A  
B CLASS B  
P PT UNIFORM

CA = COMPANY AREA  
EA = EAST AUDITORIUM  
WA = WEST AUDITORIUM  
MH = MESS HALL

GR = GROUP ROOM  
LRC = LEARNING RESOURCE CENTER  
BFC = BIGGS FITNESS CANTER

**NOTES:**

1. SELECTED PERSONNEL, ONLY IF REQUIRED.
2. BE SEATED FIVE (5) MINUTES PRIOR TO PRESENTATION
3. TVT SCHEDULE
  - DAY 3, U659, WEIGHT CONTROL PROGRAM, (10 MINS)
  - DAY 3, L670, SUICIDE PREVENTION, (19 MINS)
  - DAY 5, L668, FAMILY EQUAL READINESS, (18 MINS)
  - DAY 8 T651, SENIOR NONCOMMISSIONED OFFICERS ROLE IN A TRAINING MEETING, (20 MINS)
  - DAY 8, T652, AFTER ACTION REVIEW, (37 MINS)
  - DAY 9, T655, WHERE THE TRAINING REALLY BEGINS, (20 MINS)
  - DAY 10, W651, OPERATIONS, (15 MINS)